



County of Los Angeles  
**CHIEF EXECUTIVE OFFICE**

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WILLIAM T FUJIOKA  
Chief Executive Officer

October 1, 2010

To: Supervisor Gloria Molina, Chair  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

Board of Supervisors  
GLORIA MOLINA  
First District

MARK RIDLEY-THOMAS  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

**DEPARTMENT OF JUSTICE CAMPS MEMORANDUM OF AGREEMENT FUNDING  
ALLOCATION – HIRING TIMETABLES, ACCOUNTABILITY OF FUNDING, AND  
QUALITY ASSURANCE PLAN (ITEM 53, AGENDA OF OCTOBER 5, 2010)**

On August 17, 2010, the Board approved the Chief Executive Officer's (CEO) recommendation to transfer approximately \$7.9 million from Provisional Financing Uses to Probation to provide for nine months of funding to assist in implementing the County's Action Plan at the Probation Camps as it relates to the Department of Justice (DOJ) Memorandum of Agreement (MOA). On motion of Supervisors Ridley-Thomas and Antonovich, the Board further directed the CEO, working in consultation with the Chief Probation Officer, the Interim Director of Health Services, and the Director of Mental Health, to prepare a report within 30 days to be reviewed by County Counsel and presented in Closed Session at the Board meeting of September 21, 2010, that addresses the following:

- 1) Prepare a timetable for the hiring of staff by the Department of Mental Health (DMH), Department of Health Services (DHS), and Probation Department (Probation);
- 2) Prepare a plan for tracking expenditures, personnel hired, where personnel are to be assigned within the Probation camp system or other placement, and how to avoid the problems identified in the Auditor-Controller's reports on Probation's use of \$79 million for the DOJ Settlement on the halls and program enhancements; and

*"To Enrich Lives Through Effective And Caring Service"*

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- 3) Develop a method for monitoring and assessing the effectiveness of the programs and personnel implemented.

At CEO's request, your Board continued this item to the October 5, 2010, agenda. It was also subsequently determined this report was appropriate for open session.

## **BACKGROUND**

Under the MOA terms of October 31, 2008, DOJ identified 38 operational and three administrative areas requiring remedial attention at the County's Juvenile Probation Camps. The County's Action Plan will bring the camp's health and mental health operations into compliance by increasing the number of clinical providers to be more reasonably proportionate with the juvenile population. The \$7.9 million allocation provides for the costs of 94 positions (Attachment I), including five positions for the Auditor-Controller, 23 positions for DHS, and an initial 66 positions for DMH, and for pharmaceutical costs to ensure youth within the camps receive adequate mental health services and medical treatment. On August 17, 2010, your Board authorized the departments to begin recruitment and hiring of staff, pursuant to County Code Section 6.06.020.

An additional 22 DMH positions will be required next fiscal year (FY) and will be addressed during the FY 2011-12 budget process. Therefore, a total of 116 additional staff is necessary to comply with the MOA's health and mental health services requirements. The annualized cost for the 116 positions is \$12.3 million, including \$11.5 million in ongoing funding and \$0.8 million in one-time funding.

## **TIMETABLE FOR HIRING STAFF**

The MOA allows the County to address the various areas of concern over a four-year period under the supervision of a mutually agreed upon DOJ project monitoring team (DOJ Monitor) composed of experts in psychiatry, mental health, safety, juvenile justice programs, and juvenile detention practices. During the final 12 months, the DOJ Monitor will be conducting its final inspections to confirm the County's full compliance in remediating all operational and administrative issues. This gives the County until October 2011 to execute the County's Action Plan, including hiring staff, implementing policies and procedures, and conducting internal compliance monitoring in anticipation of the DOJ Monitor's inspections.

**Department of Mental Health** – As indicated above, 66 ordinance positions were provided to DMH to address the mental health compliance paragraphs in the DOJ settlement agreement. Of the 66 positions, 50 are clinical positions and the remaining

16 are administrative and support positions. Based on the number of candidates on the eligibility list for the clinical positions, DMH initially projected the staff would be hired by October 13, 2010. However, the outlying camps, such as the Challenger Memorial Youth Center (CMYC), have recruitment challenges and the hiring timeline has been revised (Attachment II). As of September 28, 2010, 26 of the 50 clinical positions have been hired or are in the hiring process (five have begun working, ten are scheduled to be live scanned; three are pending Special Step Placement approval, and eight are pending DMH management approval). Of the 16 administrative and support positions, two Intermediate Typist Clerks are in the hiring process (one is scheduled to be live scanned and the other is pending DMH management approval). DMH continues their recruitment effort to fill the remaining positions as expeditiously as possible.

The following provides a summary of DMH's recruitment activities as of September 28, 2010:

- On August 31, 2010, 34 candidates were interviewed at the job fair held at Camp Rockey for the eastern and Malibu Camps, CMYC Camps, and Dorothy Kirby Center (DKC). Ten candidates were offered and accepted positions.
- On September 8, 2010, 37 candidates were interviewed at the job fair held at the CMYC for the eastern and Malibu Camps, CMYC Camps, and DKC. Ten candidates were offered and accepted positions.
- Between September 8 and 28, 2010, eight additional staff were hired.
- A Psychiatric Social Worker Hiring Fair has been scheduled to be held at CMYC on October 12, 2010.
- A Clinical Psychologist Hiring Fair has been scheduled at CMYC on October 14, 2010.

**Department of Health Services** – As indicated above, 23 ordinance positions were provided to DHS to address the health compliance paragraphs in the MOA, including 17 clinical positions and six administrative and support positions. DHS anticipates filling 22 out of their 23 positions by October 31, 2010 (Attachment III). As of September 28, 2010, two of the clinical positions are in the hiring process. The remaining 21 positions are in various stages of the interview process. DHS is experiencing the same challenge facing DMH of recruiting for the remote location of the six camps at CMYC, plus Camps Scott and Scudder. In addition, DHS has the added challenge that some of these positions require working evening and night shifts. There is a possibility that filling all of

the DHS positions by the intended timeframe may not be feasible. However, DHS will continue their recruitment effort to fill the positions as expeditiously as possible.

The following provides a summary of DHS' recruitment activities as of September 28, 2010:

- In an effort to enhance the recruitment effort for Registered Nurses, recruitment flyers have been created. The Los Angeles County-University of Southern California Medical Center Nurse Recruitment Office representatives have mailed the flyers to all candidates on the certification list. The flyers have also been posted on the DHS Office of Nursing Affairs website.
- Additional exams have been requested to provide a larger pool of candidates for the administrative and support positions.

We also note that the Department of Human Resources has made its services available to DHS and DMH, as necessary, to assist in expediting their hiring process.

**Auditor-Controller** – Of the five positions requested, the Auditor-Controller has identified four candidates who have accepted the positions. Two of those candidates have already started their assignments and the other two will begin within the next two weeks. The Auditor-Controller will continue their recruitment effort with interviews currently being conducted for the fifth position.

**Probation Department** – Thus far, the CEO has not recommended any additional positions for Probation, as we are in the process of reviewing available staffing resources to determine the extent of their ability to reallocate existing resources to the camps. If additional resources are needed to achieve compliance with the settlement agreement, we will develop the necessary recommendations for your Board's consideration.

### **ACCOUNTABILITY OF FUNDING**

Departmental Service Orders (DSO) is a mechanism to track costs and is established between departments providing and receiving services to ensure funding is available for the requested services. In order to track the expenditures related to the \$7.9 million appropriated to Probation and ensure the funds are expended as directed by your Board, the establishment of a DSO for each impacted department, up to the maximum amount, is underway and will be encumbered as follows:

- Auditor-Controller – \$557,000 to fund five Auditor-Controller positions and corresponding services and supplies;

- DMH – \$4,952,000 to fund 66 DMH positions and corresponding services and supplies and fixed assets;
- DHS-Juvenile Court Health Services – \$1,975,000 to fund 23 DHS positions and corresponding services and supplies and fixed assets; and
- Mental Health – \$415,000 to fund pharmaceutical costs to be incurred by DMH and billed to Probation.

The DMH clinical and support positions have been assigned throughout the various camps (Attachment II). The DHS nursing positions have been assigned specifically to camps, with administrative and support positions assigned to various locations throughout the juvenile facilities in support of the program, and will be adjusted based on needs (Attachment III). DHS and DMH will each be responsible for tracking where their respective personnel are assigned and provide this information to Probation as supporting documentation when claiming reimbursement. Probation will review the supporting documentation to ensure appropriate reimbursement is made. In addition, as part of preparing periodic budget status reports, Probation will work closely with the Auditor-Controller, DHS, and DMH to track actual costs, develop Probation cost estimates, and track any unspent funds associated with the \$7.9 million allocation.

By implementing these safeguards, we are confident that the problems identified in the Auditor-Controller's reports on Probation's use of \$79 million for the DOJ halls-related settlement and other program enhancements will not reoccur.

#### **QUALITY ASSURANCE PLAN – MONITORING AND ASSESSING PROGRAMS AND STAFF EFFECTIVENESS**

DHS and DMH will monitor their additional staff to ensure they are providing the designated services and will work along with Probation to address any issues that may arise. In addition, the services provided will also be monitored by the DOJ Monitors and Auditor-Controller staff as part of their assessment of implementation and compliance with the MOA.

#### **CONCLUSION**

The CEO believes DMH and DHS are making significant progress in moving towards filling their allocated positions as quickly as possible. In addition, the CEO and Probation are confident that the \$7.9 million allocation will be spent as intended to achieve compliance with the DOJ MOA and that monitoring and assessment of the programs implemented will be conducted to ensure that the programs, services, and personnel are achieving the intended goals. Probation will continue to meet periodically

Each Supervisor  
October 1, 2010  
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with DHS, DMH, and the DOJ Monitors to remain abreast of progress made or issues that may arise. DHS, DMH, and Probation have reviewed and concur with this report.

Please contact me if you have any questions, or your staff may contact Deputy Chief Executive Officer Jacqueline A. White, Public Safety, at (213) 893-2374.

WTF:BC:JAW  
DT:llm

Attachments (3)

- c: Executive Office, Board of Supervisors
  - County Counsel
  - Auditor-Controller
  - Health Services
  - Human Resources
  - Mental Health
  - Probation

**DEPARTMENT OF JUSTICE - CAMPS MEMORANDUM OF AGREEMENT  
BOARD-APPROVED INTERIM ORDINANCE POSITIONS  
PROVISIONAL ALLOCATIONS TO DEPARTMENTS  
FY 2010-11**

**Bud Pos.****AUDITOR-CONTROLLER (A-C)**Classification

Intermediate Accountant Auditor	4.0
Program Specialist	1.0
Sub-Total	<u>5.0</u>

**DEPARTMENT OF HEALTH SERVICES (DHS)**Classification

Clinic Driver	2.0
Intermediate Clerk	2.0
Intermediate Typist-Clerk	2.0
Clinic Nursing Attendant II	1.0
Pharmacist	1.0
Pharmacy Technician	1.0
Phlebotomy Technician	1.0
Registered Nurse II	8.0
Senior Physician	2.0
Supervising Clinic Nurse I	3.0
Sub-Total	<u>23.0</u>

**DEPARTMENT OF MENTAL HEALTH (DMH)**Classification

Administrative Manager III	1.0
Clinical Psychologist II	11.0
Intermediate Typist-Clerk	7.0
Mental Health Clinical Program Head	2.0
Mental Health Psychiatrist	3.0
Psychiatric Social Worker II	32.0
Secretary III	2.0
Senior Community Mental Health Psychologist	2.0
Senior Secretary III	1.0
Supervising Psychiatric Social Worker	4.0
Training Coordinator, Mental Health	1.0
Sub-Total	<u>66.0</u>

**TOTAL POSITIONS REQUESTED****94.0**

*Board approval provided on August 17, 2010 for interim ordinance authority for the Auditor-Controller and Departments of Mental Health and Health Services pursuant to County Code Section 6.06.020 for filling 94 positions in FY 2010-11, subject to the CEO's allocation. The CEO has allocated the Auditor-Controller positions and is in the process of reviewing the DHS and DMH positions.*

*An additional 22 DMH positions will be requested and addressed as part of the FY 2011-12 budget process.*

Department of Mental Health  
Juvenile Justice  
Camps

Hiring Timeline

CHALLENGER	CAMP POSITION	# OF FTEs	PROJECTED HIRING DATE	COMMENTS	DISPOSITION
Mental Health Clinical Program Head		1	30-Oct-10 (revised)		
Mental Health Psychiatrist		2	30-Nov-10 (revised)		
Sr. Community MH Psychologist		1	4-Oct-10	8-18-2010 - Distributed certification list to program head	8-24-2010 - One Personnel Action Form (PAF) submitted
Clinical Psychologist II		1	15-Nov-10 (revised)	8-11-2010 - Distributed certification list to program head	
Supervising Psychiatric Social Wrkr		1	15-Nov-10 (revised)	8-5-2010 - Distributed certification list to program head	
Psychiatric Social Worker II		6	20-Sep-10	8-13-2010 - PSW II & MH Clinician II - 235 letters mailed	9-2-2010 - One PAF submitted
Psychiatric Social Worker II		6	15-Nov-10 (revised)	8-16-2010 - PSW I - 151 letters mailed	9-9-2010 - One PAF submitted
Intermediate Typist Clerk		2	13-Oct-10		
<b>SUBTOTAL</b>		<b>20</b>			
<b>CAMP SCOTT/SCUDDER</b>					
Clinical Psychologist II		1	27-Sep-10	8-11-2010 - Distributed certification list to program head	9-28-2010 One (1) PAF submitted
Psychiatric Social Worker II		3	20-Sep-10	8-13-2010 - PSW II & MH Clinician II 235 letters were mailed	9-2-2010 - Three (3) PAF's submitted
Intermediate Typist Clerk		1	13-Oct-10		9-9-2010 - One PAF submitted
<b>SUBTOTAL</b>		<b>5</b>			
<b>CAMP MUNZ-MENDENHALL</b>					
Psychiatric Social Worker II		1	30-Oct-10 (revised)	8-13-2010 - PSW II & MH Clinician II 235 letters were mailed	
				8-16-2010 - PSW I 151 letters were mailed	
<b>SUBTOTAL</b>		<b>1</b>			



CAMP POSITION	# OF FTEs	PROJECTED HIRING DATE	COMMENTS	DISPOSITION
<b>SOUTHERN CAMPS ADMIN</b>				
Mental Health Clinical Program Head	1	30-Oct-10 (revised)		
Secretary III	1	15-Nov-10 (revised)		
<b>SUBTOTAL</b>	<b>2</b>			
<b>ASSESSMENT CENTER</b>				
Clinical Psychologist II	3	27-Sep-10	8-11-2010 - Distributed certification list to program head	9-13-2010 - One PAF submitted
Intermediate Typist Clerk	1	15-Nov-10 (revised)		
<b>SUBTOTAL</b>	<b>4</b>			
<b>CAMPS MILLER/KILPATRICK/GONZALEZ</b>				
Supervising Psychiatric Social Wrkr	1	15-Sep-10	8-5-2010 - Distributed certification list to program head	9-2-2010 - One PAF submitted
Psychiatric Social Worker II	2	20-Sep-10	8-13-2010 - PSW II & MH Clinician II 235 letters were mailed	2 PAF's submitted 9/2 and 9/9, respectively
Psychiatric Social Worker II	3	27-Sep-10	8-16-2010 - PSW I was canvassed and 151 letters were mailed out.	9-13-2010 Three PAF's submitted
Intermediate Typist Clerk	1	15-Nov-10 (revised)		
<b>SUBTOTAL</b>	<b>7</b>			
<b>CAMP ROCKEY</b>				
Mental Health Psychiatrist	1	15-Nov-10 (revised)		
Clinical Psychologist II	1	30-Oct-10 (revised)	8-11-2010 - Distributed certification list to program head	
Psychiatric Social Worker II	2	20-Sep-10	8-13-2010 - PSW II & MH Clinician II was canvassed and 235 letters were mailed out.	9-2-2010 - Two PAF's submitted

Department of Mental Health  
Juvenile Justice  
Camps

ATTACHMENT II

Hiring Timeline

CAMP POSITION	# OF FTEs	PROJECTED HIRING DATE	COMMENTS	DISPOSITION
Psychiatric Social Worker II	2	27-Sep-10	8-16-2010 - PSW I was canvassed and 151 letters were mailed out.	9-13-2010 - Two PAF's submitted
Intermediate Typist Clerk	1	13-Oct-10		9-9-2010 One PAF submitted
<b>SUBTOTAL</b>	<b>7</b>			
<b>CAMPS AFFLERBAUGH/PAIGE</b>				
Supervising Psychiatric Social Wrkr	1	15-Sep-10	8-5-2010 - Distributed certification list to program head for recruitment	8-24-2010 - One PAF submitted
Psychiatric Social Worker II	1	20-Sep-10	8-13-2010 - PSW II & MH Clinician II was canvassed and 235 letters were mailed out.	9-15-2010 - One PAF submitted
Psychiatric Social Worker II	1	27-Sep-10	8-16-2010 - PSW I was canvassed and 151 letters were mailed out.	9-20-2010 - One PAF submitted
<b>SUBTOTAL</b>	<b>3</b>			
<b>QA TRAINING</b>				
Clinical Psychologist II	2	30-Oct-10 (revised)	8-11-2010 - Distributed certification list to program head	
Administrative Services Manager III	1	15-Nov-10 (revised)		
Training Coordinator, MH	1	30-Oct-10 (revised)		
<b>SUBTOTAL</b>	<b>4</b>			
<b>DOROTHY KIRBY CENTER</b>				
Sr. Community MH Psychologist	1	15-Nov-10 (revised)	8-18-2010 - Distributed certification list to program head for recruitment	
Clinical Psychologist II	3	15-Nov-10 (revised)	8-11-2010 - Distributed certification list to program head	

Department of Mental Health  
Juvenile Justice  
Camps

Hiring Timeline

CAMP POSITION	# OF FTEs	PROJECTED HIRING DATE	COMMENTS	DISPOSITION
Supervising Psychiatric Social Wrkr	1	15-Nov-10 (revised)	8-5-2010 - Distributed certification list to program head for recruitment	
Psychiatric Social Worker II	3	20-Sep-10	8-13-2010 - PSW II & MH Clinician II was canvassed and 235 letters were mailed out.	9-20-2010 Three (3) PAF's submitted
Psychiatric Social Worker II	2	27-Sep-10	8-16-2010 - PSW I was canvassed and 151 letters were mailed out.	9-20-2010 Two (2) PAF's submitted
Secretary III	1	30-Oct-10 (revised)		
Intermediate Typist Clerk	1	30-Oct-10 (revised)		
<b>SUBTOTAL</b>	<b>12</b>			
<b>JUVENILE JUSTICE ADMINISTRATION</b>	<b># OF FTEs</b>	<b>PROJECTED HIRING DATE</b>	<b>COMMENTS</b>	<b>DISPOSITION</b>
Senior Secretary III	1			
<b>SUBTOTAL</b>	<b>1</b>			
<b>TOTAL POSITIONS</b>	<b>66</b>			

NOTE: Thirty-four (34) and thirty-seven (37) candidates were interviewed at the job fair held on August 31, 2010 and September 8, respectively. Twenty-eight(28) applicants were offered and accepted positions.

Revised 9/30/2010 cc

# ATTACHMENT III

## DEPARTMENT OF HEALTH SERVICES - JUVENILE COURT HEALTH SERVICES/DOJ SETTLEMENT - CAMPS

### Planned Assignment & Hiring Status By Classification

Report Date: 9-28-2010

PAR NAME	ITEM #	PLANNED SITE OF SERVICE	CLASSIFICATION	STATUS	PROPOSED HIRING DATE
JCHSDOJ-1	5512A	Central Juvenile Hall - Pharmacy	Pharmacist	Personnel Action Request (PAR) in approval process	10/31/2010
JCHSDOJ-2	1138A	Challenger Memorial Youth Camp	Intermediate Clerk	Candidate List Requested	10/31/2010
JCHSDOJ-3	1138A	Challenger Memorial Youth Camp	Intermediate Clerk	Candidate List Requested	10/31/2010
JCHSDOJ-4	2214A	Challenger Memorial Youth Camp	Intermediate Typist Clerk	Interviews in process	10/31/2010
JCHSDOJ-5	2214A	Challenger Memorial Youth Camp	Intermediate Typist Clerk	Interviews in process	10/31/2010
JCHSDOJ-6	4977A	Lab - Assigned to Service MH Camps	Phlebotomy Technician	Interviews in process	10/31/2010
JCHSDOJ-7	5064A	Central Juvenile Hall - Pharmacy	Clinic Driver	Interviews in process	10/31/2010
JCHSDOJ-8	5064A	Central Juvenile Hall - Pharmacy	Clinic Driver	Interviews in process	10/31/2010
JCHSDOJ-9	5088A	Challenger Memorial Youth Camp	Clinic Nursing Attendant II	List received - Establishing Interviews	10/31/2010
JCHSDOJ-10	5134A	Challenger Memorial Youth Camp	Register Nurse II	List received - Establishing Interviews	10/31/2010
JCHSDOJ-11	5134A	Challenger Memorial Youth Camp	Register Nurse II	List received - Establishing Interviews	10/31/2010
JCHSDOJ-12	5134A	Challenger Memorial Youth Camp	Register Nurse II	List received - Establishing Interviews	10/31/2010
JCHSDOJ-13	5134A	Challenger Memorial Youth Camp	Register Nurse II	List received - Establishing Interviews	10/31/2010
JCHSDOJ-14	5134A	Camp Scott-Scudder	Register Nurse II	List received - Establishing Interviews	10/31/2010
JCHSDOJ-15	5134A	Camp Scott-Scudder	Register Nurse II	List received - Establishing Interviews	10/31/2010
JCHSDOJ-16	5134A	Camp Rocky	Register Nurse II	List received - Establishing Interviews	10/31/2010
JCHSDOJ-17	5134A	Dorothy Kirby Center	Register Nurse II	List received - Establishing Interviews	10/31/2010
JCHSDOJ-18	5329A	Challenger Memorial Youth Camp	Supervising Clinic Nurse I	List received - Establishing Interviews	10/31/2010
JCHSDOJ-19	5329A	Challenger Memorial Youth Camp	Supervising Clinic Nurse I	List received - Establishing Interviews	10/31/2010
JCHSDOJ-20	5329A	Dorothy Kirby Center	Supervising Clinic Nurse I	List received - Establishing Interviews	10/31/2010
JCHSDOJ-21	5504A	Central Juvenile Hall - Pharmacy	Pharmacy Technician	Interviews in process	10/31/2010
JCHSDOJ-22	5456A	Mental Health Camp Rotation	Senior Physician M.D.	PAR in approval process	10/31/2010
JCHSDOJ-23	5456A	Challenger Memorial Youth Camp	Senior Physician M.D.	List received - Establishing list of Interested Candidates for interview.	11/30/2010

Total Positions: 23